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14 MAY 1979

DD/A Registry 79-1676

Executive Registry

MEMORANDUM FOR: Deputy Director of Central Intelligence

: Harry E. Fitzwater FROM Director of Personnel

: Consideration of a Senior Executive Service SUBJECT

Within CIA

The Office of Personnel has completed a review and analyses of a large volume of information on the Civil Service Reform Act and has attended and participated in meetings and workshops held by the Office of Personnel Management on various specific provisions of the Act. From this effort, and without underestimating the potential substantive managerial and administrative impacts involved, we have concluded that conceptually, the basic principles and theories inherent in the provisions of the Act relative to the Senior Executive Service are sound and offer fertile opportunities for improving the effectiveness of CIA's personnel management system. In addition, and of no less importance, it is our view that the institution of Senior Executive Service systems provides participating agencies with strong inducements for the attraction and retention of highly qualified and competent senior officer personnel and a methodology to encourage excellence of performance by relating the level of individual compensation directly to the quality of performance in the context of the relative demands of the job.

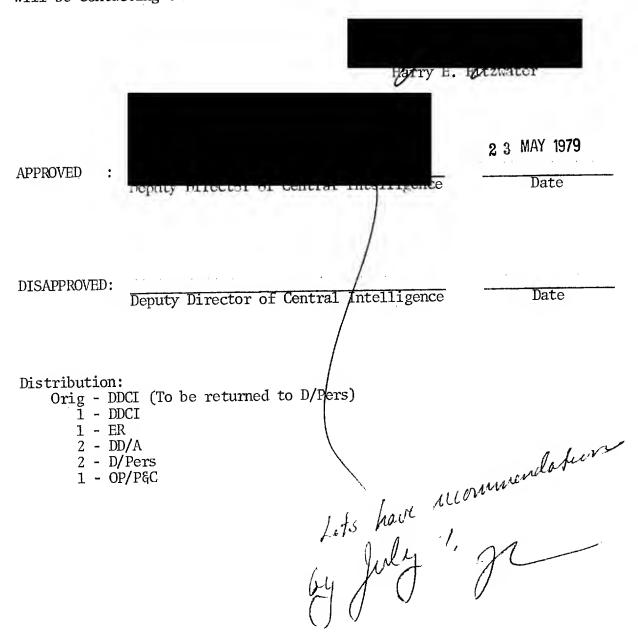
2. We, therefore, recommend:

- a. that the Agency undertake, at this time, more detailed studies of the Senior Executive Service provisions of the Civil Service Reform Act for possible adaptive application under the Director's statutory authority for CIA;
- b. that such studies be conducted by a full-time task force under the purview of the Director of Personnel with designated senior representatives from each of the Directorates and the Executive Career Service:
- c. that sufficient time be provided the task force to properly explore and develop proposals on all facets of such a system; and

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- d. that on completion of such studies, the results and recommendations be submitted to you for consideration and further action.
- 3. It is suggested that if you agree with my recommendations that this matter be discussed briefly at one of your morning staff meetings and the participants advised that a Director of Personnel representative will be contacting them for the names of their task force appointment



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